

# TRADOC COMMAND PLAN

## ANNEX A

### FY 01 - 07 GOALS AND OBJECTIVES



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# DEPUTY CHIEF OF STAFF FOR TRAINING

## Goals

**DCST Goal 1. Train the load with improved, more efficient and effective training strategies.**

**Objective 1.a. Develop and begin implementation of the plan to use One Station Unit Training (OSUT) as the training strategy of choice NLT FY 01.**

**Objective 1.b. Develop and begin implementation of a plan to further leverage and exploit The Army School System (TASS) Infrastructure NLT FY 01.**

**Objective 1.c. Put field training back into Initial Entry Training (IET), the Non-Commissioned Officer Education System (NCOES) and the Officer Education System (OES); e.g., restore Field Training Exercises (FTX's) to Advanced Individual Training (AIT), Basic Non-Commissioned Officer Course (BNCOC), Advanced Non-Commissioned Officer Course (ANCOC), and Officer Basic Course (OBC) NLT FY 01.**

**Objective 1.d. Develop and begin implementation of a plan to consolidate or eliminate selected MOS technical training. Reduce specialization in current AIT training strategies NLT FY 01.**

**Objective 1.e. Enhance the senior leader training experience by connecting schools to the appropriate Combat Training Center (CTC) so that students can observe and study battlefield situational awareness in a real-time basis. Selected students at senior leader courses participate in CTC rotations (observation and augmentation) NLT FY 04.**

**Objective 1.f. Develop and begin transition of the current Captain Career Course (CCC)/ Combined Arms Services Staff School (CAS3) model to future configuration via a pilot course including web-based delivery NLT FY 01.**

**Objective 1.g. Complete the pilot and begin implementation of Flight School XXI in FY 01. Complete implementation by FY 03.**

**DCST Goal 2. Implement the Institutional Digital Education Plan (IDEP) NLT FY 02.**

**Objective 2.a. Publish Army Battle Command System (ABCS) Systems Training Plan (STRAP) TRADOC Program Integration Office (TPIO-ABCS) in FY 01.**

**Objective 2.b. Combined Arms Center (CAC) approved Consolidated Army Systems Approach to Training (ASAT) Task Database and Task Map NLT FY 01.**

**Objective 2.c. Monitor and update ABCS Proponent Implementation Plans in FY 01.**

**Objective 2.d. Develop and deliver Training Support Packages (TSPs) (proponent dependent) NLT FY 02.**

**Objective 2.e. Verify ABCS Horizontal Integration Proponents deliver TSPs to be used by TRADOC Centers and Schools by FY 02.**

**DCST Goal 3. Continue implementation of Officer Professional Management System (OPMS) XXI and Intermediate Level Education (ILE) Initiatives.**

**Objective 3.a. Full implementation and integration of the Information Operations Career Field NLT FY 04.**

**Objective 3.b. Full implementation and integration of the Operations Career Field NLT FY 04.**

**Objective 3.c. Full implementation and integration of OPMS XXI ILE initiatives to include development, execution, and resourcing of Command and Staff College (CSC) and Functional Area qualification courses NLT FY 04.**

**Objective 3.d. Develop a conceptual model for the Applied Operations and Warfighting Course (AOWC) NLT FY 01.**

**Objective 3.e. Execute ILE common core at pilot sites NLT FY 01.**

**DCST Goal 4. Develop training strategies that capitalize on the use of simulators and reduce platform OPTEMPO NLT FY 01.**

**DCST Goal 5. Continue implementation of the Army Distance Learning Program (ADLP) in accordance with approved plan and resources provided.**

**Objective 5.a. Redesign 31 courses per year FY 01 and FY 02.**

**Objective 5.b. Redesign 47 courses per year FY 03 through FY 07.**

**DCST Goal 6. Support training and education by improving The Army information technology infrastructure.**

**Objective 6.a. NLT FY 01, field Unit Training Management Configuration (UTMC) Version 3.0, Army Digital Library System Interface (ADLSI) Version 2.0, Individual Training Management Configuration (ITMC) Version 1.0, Soldier Training Configuration (STC) Version 1.0, Training Development Configuration (TDC) Version 0.0, and Learning Management Configuration (LMC) Version 1.0.**

**Objective 6.b. NLT FY 02, ADLSI Version 3.0, ITMC Version 2.0, STC Version 2.0, TDC Version 1.0, Training Resource Management Configuration (TRMC) Version 0.0, and LMC Version 2.0.**

**Objective 6.c. NLT FY 03, field UTMC Version 4.0, ADLSI Version 4.0, ITMC Version 3.0, STC Version 3.0, TDC Version 2.0, TRMC Version 1.0, and LMC Version 3.0.**

**Objective 6.d. NLT FY 04, TDC Version 3.0 and TRMC Version 2.0.**

**DCST Goal 7. Ensure all staff and faculty personnel are properly trained and prepared to instruct, develop, and evaluate training programs/materials.**

**Objective 7.a. Instructors complete the instructor training course (The Army Instructor Training Course (TAITC)/Small Group Instruction (SGI)) as directed by the proponent and course requirements prior to assuming duties.**

**Objective 7.b. Staff and faculty members (military/civilian) that develop and manage training products and materials have completed the applicable requirements of Staff and Faculty (S&F) common training.**

**Objective 7.c. Establish and disseminate a policy for schools to establish an Independent Evaluation Office to execute internal/external evaluation, accreditation, and instructor certification.**

**DCST Goal 8. Develop and implement the new Army Training Strategy.**

**Objective 8.a. Provide the over-arching training concepts and doctrine for the conduct of Unit, Institutional, and Self-Development Training that also serves as the basis for justification of required training support infrastructure capabilities NLT FY 01.**

**Objective 8.b. Develop a capability-based, balanced, integrated, and prioritized Army Training Investment Strategy that fully implements the Army Training Strategy NLT the following timelines: Phase I to support FY 03 mini-Program Objective Memorandum (POM) (Dec 00 timeframe); Phase II (analytically based) to support FY 04 POM (Dec 01 timeframe).**

**Objective 8.c. Devise and implement a deployment exercise to train the force by using a challenging and rigorous exercise whose impact carries over into the actual Warfighting Exercise (WFX) NLT FY 01.**

**DCST Goal 9. Develop and integrate The Army's collective training efforts and programs.**

**Objective 9.a. The Army goal is for active component corps and division commanders to execute a Battle Command Training Program (BCTP) exercise during their first year of command. The goal for enhanced separate brigade commanders is to conduct a Brigade Command and Battle Staff Training Program (BCBST) biennially. (From the Chief of Staff, United States Army (CSA) Guidance to BCTP dated 27 Dec 99) NLT FY 02.**

**Objective 9.b. Continue to fight for stability in the BCTP schedule of WFXs and seminars to balance training needs with real world operational requirements. Focus on cooperating with Forces Command (FORSCOM) to make scheduling stability a reality NLT FY 02.**

**Objective 9.c. Provide primary input toward solving the augmentee Observer/Controller (O/C) shortages by reducing the standard troop list to a more realistic level and allowing MACOMs to support their units. Rewrite TRADOC Regulation 350-50-3, Battle Command Training Plan, to reflect any changes NLT FY 01.**

**DCST Goal 10. Provide operational and training feedback to the Army.**

**Objective 10.a. Collect, analyze, and disseminate lessons learned and research materials from contingency operations NLT FY 01.**

**Objective 10.b. Establish a full-up capability to collect, analyze, and disseminate lessons learned from the Initial Brigade Combat Team NLT FY 01.**

**Objective 10.c. Establish the capability and collect, analyze, and disseminate lessons learned from the fielding and training of digital forces 2-N NLT FY 01.**

**Objective 10.d. Implement and program trends reversal capabilities at each of the CTCs NLT FY 01.**

**Objective 10.e. Develop and implement the capability to provide training lessons learned and information from the CTCs through the CTC Ask Program NLT FY 02.**

**Objective 10.f. Update and implement a CTC Data Master Plan NLT FY 04.**

**Objective 10.g. Design and field a knowledge reachback system to support the Initial Brigade Combat Team (I-BCT), USAREUR, and Korea NLT FY 02.**

**Objective 10.h. Establish a framework for linking disparate types of information and the capability to provide real-time training leveraging operational and training feedback through a system of web-based, on-line survival guides tailored to the interests of commanders, staffs, and soldiers NLT FY 02.**

**Objective 10.i. Establish a framework for collaborative planning that will allow geographically dispersed organizations to share information across a robust set of software applications and tools NLT FY 02.**

**Objective 10.j. Field a suite of advanced tools (Portal, Collaborative Virtual Environment, and Distributed Repository Object Architecture) for on-line collection, analysis, dissemination, search-and-retrieval, and exploitation of operations and training feedback NLT FY 03.**

**Objective 10.k. Continue to improve and refine BCTP's take home package by updating the CD-ROM with embedded interactive videos and links to allow for quick and efficient research on possible future training NLT FY 01.**

**Objective 10.l. Support the Army's digitization efforts by training BCTP O/Cs on digital proficiency. BCTP has already established a digital battle lab and has published a digital training program for O/Cs NLT FY 01.**

**DCST Goal 11. Modernize the CTCs to keep pace with Army Transformation.**

**Objective 11.a. Begin to implement the new operational environment at the CTCs NLT FY 01.**

**Objective 11.b. Publish a draft CTC Strategic Plan NLT FY 01.**

**Objective 11.c. Participate in Warfighters Simulation (WARSIM) development by actively supporting tests and program development NLT FY 01.**

**Objective 11.d. Develop a new facility plan for seminars and other training events to replicate existing facilities NLT FY 03.**

**Objective 11.e. Develop Simulation Wrap around for Dirt CTC for now and in the future.**

**DCST Goal 12. Assist the U.S. Army Recruiting Command (USAREC) in meeting its mission in recruiting and accessing soldiers.**

**Objective 12.a. Support the CG's Quarterly Recruiting and ROTC Round Table.**

**Objective 12.b. Assist the DCG-IET in holding the semiannual General Officer (GO) level Army Accession Issues Meeting.**

**Objective 12.c. Develop an accessions data warehouse to improve recruit accountability and retention.**

**Objective 12.d. Support USAREC in the execution of the Secretary of the Army and Accession Campaign Plan so that recruiting initiatives are fully supported and executed.**

**Objective 12.e. Support USAREC in efforts to advance automation and communications as a recruiting mission enabler and combat multiplier.**

# TRADOC COMMAND SAFETY OFFICE

## Goals

**CSO Goal 1. Provide a systemic means of ensuring a safe and healthful working and living environment is maintained at all TRADOC installations, activities, and schools.**

**CSO Goal 2. Reduce disabling injuries and accident rates.**

**Objective 2.a. Annually reduce Class A-C military disabling injuries by 5 percent from the previous 5-year average.**

**Objective 2.b. Annually reduce Army motor vehicle accidents from the previous 5-year average.**

**Objective 2.c. Annually reduce aviation accidents 5 percent from the previous 5-year average.**

**CSO Goal 3. Fully integrate risk management into all current missions and functions in accordance with (IAW) TRADOC Regulation 385-2, TRADOC Safety Program, and Field Manual 100-14, Risk Management.**

**Objective 3.a. Serve as TRADOC lead on the Army Risk Assessment/Hazard Tracking Integrated Process Team to review Army policy and procedures regarding the tracking and follow-up to identified hazards associated with Army operations and systems.**

**Objective 3.b. Ensure risk management training is incorporated in the appropriate courses IAW Field Manual 100-14.**

**Objective 3.c. Ensure the exercise of risk management in the planning and execution of all training activities.**

**Objective 3.d. Ensure risk reduction countermeasures are approved at the level of command appropriate to the risk level and validated through initial and periodic on-the-ground review.**

**Objective 3.e. Ensure driver safety awareness through the provision of policy guidance, training, and direction for the targeting of high-risk personnel.**

**Objective 3.f. Increase hands-on risk management training experiences.**

**CSO Goal 4. Establish a fire truck procurement program to align and maintain the TRADOC Non-Tactical Vehicle (NTV) fire truck fleet to Department of Defense (DoD) minimum standards.**

**Objective 4.a. Establish NTV fire truck replacement priorities based on Department of the Army (DA) service life criteria and level of risk, subject to availability of funds.**

**CSO Goal 5. Maximize information technology applications to disseminate risk assessment policies and accident prevention procedures to the field.**

**Objective 5.a. Implement an on-line reference database for Risk Management integration.**

**Objective 5.b. Implement an on-line Command Safety Office weekly newsletter.**

**Objective 5.c. Implement an on-line safety lessons learned/after action review database.**

**CSO Goal 6. Provide issues to senior Army leadership for integration into TRADOC safety programs.**

**Objective 6.a. Maintain close and continuous coordination with the Army Safety Center to monitor safety trends to identify problems before they can degrade readiness or mission accomplishment.**

**Objective 6.b. Develop and publish policy and procedures for the TRADOC Safety Advisory Council and Board.**

**Objective 6.c. Ensure Army policies are accurately reflected in TRADOC policies and procedures.**

**Objective 6.d. Review and provide staff responses to Army risk assessment and safety policy issues.**

**Objective 6.e. Review and provide timely staff responses to Army accident investigation findings and recommendations.**

**CSO Goal 7. Serve as staff agency for execution and functional management for Installation Safety and Occupational Health Inspection, and Fire and Emergency Services (F&ES) Programs.**

**Objective 7.a. Develop, coordinate, and publish an annual inspection schedule.**

**Objective 7.b. Provide input and program oversight of safety and occupational health programs.**

**Objective 7.c. Assist installations in correcting identified safety and occupational health deficiencies.**

**Objective 7.d. Assist installation safety managers in the design, development, and execution of safety programs tailored to the unique mission/functions of their installation.**

**Objective 7.e. Conduct Triennial F&ES Operational readiness Inspections to Evaluate effectiveness of F&ES Programs (functional areas).**



# DEPUTY CHIEF OF STAFF FOR EDUCATION

## Goals

**DCSED Goal 1. NLT 30 Sep 01, schedule and teach only The Army Training System Courseware (TATS-C) courses.**

### **Objective 1.a.**

- **NLT 30 Sep 01, 65 percent of courses scheduled.**
- **NLT 30 Sep 02, 75 percent of courses scheduled.**
- **NLT 30 Sep 03, 80 percent of courses scheduled.**
- **NLT 30 Sep 04, 85 percent of courses scheduled.**
- **NLT 30 Sep 05, 90 percent of courses scheduled.**
- **NLT 30 Sep 06, 95 percent of courses scheduled.**
- **NLT 30 Sep 07, 100 percent of courses scheduled.**

**DCSED Goal 2. NLT 30 Sep 07, complete the Army Division Redesign Study (ADRS) facilitation effort.**

### **Objective 2.a.**

- **NLT 30 Sep 01, train 2,552 soldiers.**
- **NLT 30 Sep 02, train 1,246 soldiers.**
- **NLT 30 Sep 03, train 3,805 soldiers.**
- **NLT 30 Sep 04, train 615 soldiers.**
- **NLT 30 Sep 05, train 2,500 soldiers.**
- **NLT 30 Sep 06, train 2,500 soldiers.**
- **NLT 30 Sep 07, train 2,500 soldiers.**

**DCSED Goal 3. NLT 30 Sep 01, improve TASS Quota Utilization Status to 95 percent.**

**Objective 3.a.**

- **NLT 30 Sep 01, 80 percent quota utilization.**
- **NLT 30 Sep 02, 83 percent quota utilization**
- **NLT 30 Sep 03, 86 percent quota utilization.**
- **NLT 30 Sep 04, 89 percent quota utilization.**
- **NLT 30 Sep 05, 91 percent quota utilization.**
- **NLT 30 Sep 06, 93 percent quota utilization.**
- **NLT 30 Sep 07, 95 percent quota utilization.**

**DCSED Goal 4. NLT 30 Sep 01, improve TASS Accreditation Status to 100 percent.**

**Objective 4.a.**

- **NLT 30 Sep 01, 88 percent of accredited battalions.**
- **NLT 30 Sep 02, 90 percent of accredited battalions.**
- **NLT 30 Sep 03, 92 percent of accredited battalions.**
- **NLT 30 Sep 04, 94 percent of accredited battalions.**
- **NLT 30 Sep 05, 96 percent of accredited battalions.**
- **NLT 30 Sep 06, 98 percent of accredited battalions.**
- **NLT 30 Sep 07, 100 percent accredited battalions.**

**DCSED Goal 5. NLT 30 Sep 01, improve TASS Class Performance Status to 95 percent.**

**Objectives 5.a.**

- **NLT 30 Sep 01, 75 percent of class performance.**
- **NLT 30 Sep 02, 78 percent of class performance.**
- **NLT 30 Sep 03, 81 percent of class performance.**
- **NLT 30 Sep 04, 85 percent of class performance.**

- **NLT 30 Sep 05, 89 percent of class performance.**
- **NLT 30 Sep 06, 93 percent of class performance.**
- **NLT 30 Sep 07, 95 percent of class performance.**

**DCSED Goal 6. NLT 30 Sep 01, maintain Title XI (Active Component Support to the Reserve Component) fill percentage at 95 percent.**

**Objective 6.a.**

- **NLT 30 Sep 01, 95 percent of fill.**
- **NLT 30 Sep 02, 95 percent of fill.**
- **NLT 30 Sep 03, 95 percent of fill.**
- **NLT 30 Sep 04, 95 percent of fill.**
- **NLT 30 Sep 05, 95 percent of fill.**
- **NLT 30 Sep 06, 95 percent of fill.**
- **NLT 30 Sep 07, 95 percent of fill.**

# **DEPUTY CHIEF OF STAFF FOR BASE OPERATIONS SUPPORT**

## **Goals**

**DCSBOS Goal 1. Maximize the ability of installations to execute their missions.**

**Objective 1.a. Develop and deploy installation management doctrine (Field Manual 100-22, Installation Management) by 30 Sep 01.**

**Objective 1.b. Conduct the Winning the Infrastructure War (WTIW) to achieve affordability by 30 Sep 05.**

**Objective 1.c. Complete the privatization process for all utility systems by 30 Sep 03.**

**Objective 1.d. Achieve and sustain Installation Status Report (ISR) C-2 level standards for all barracks, utilities, ranges/training areas, classrooms, and industrial facilities by 30 Sep 03.**

**Objective 1.e. Modernize central heating and cooling plants and distribution systems, as prioritized by the Strategic Utility Planning and Evaluation Routine (SUPER) Program by 30 Sep 02.**

**Objective 1.f. Have permanent party barracks at 1+1 standard by 30 Sep 05.**

**Objective 1.g. Modernize Training Barracks by 30 Sep 25.**

**Objective 1.h. Dispose of excess land at Base Realignment and Closure (BRAC) installations.**

**Objective 1.i. Using a risk-based model, implement standardized prioritization of Environmental Program Requirement (EPR) projects based on the following criteria: minimize the adverse impact on mission/readiness; achieve and sustain compliance with statutory standards; avoid potential liability (civil and criminal); demonstrate environmental stewardship; avoid adverse publicity. Complete actions in time for the FY 04 EPR requirements submission (31 Dec 02).**

**Objective 1.j. Through involved leadership, provide policies and resources to enable the command to achieve its annual reenlistment and retention objectives.**

**DCSBOS Goal 2. Provide effective and efficient customer service.**

**Objective 2.a. Institutionalize a customer feedback system for DCSBOS customers and key stakeholders by 30 Sep 01.**

**Objective 2.b. Enhance workforce productivity through an equitable distribution of monetary and non-monetary awards by 30 Sep 03.**

**Objective 2.c. Ensure that TRADOC installation Army community service, libraries, recreation, fitness and child/youth services programs meet Army standards by 30 Sep 03.**

**Objective 2.d. Assist newly created Military Police Modified Tables of Organization and Equipment (MTOE) units in obtaining required personnel, equipment, resources, and training necessary to obtain Unit Status Report (USR) standards by E-dates.**

**Objective 2.e. Develop Base Support/BASOPS standards for 80 percent of installation functions by 30 Sep 02.**

**DCSBOS Goal 3. Develop and maintain a motivated, trained, and productive workforce.**

**Objective 3.a. Maintain the DCSBOS workforce at established training targets and standards.**

**Objective 3.b. Maintain a core cadre of DCSBOS professional facilitators for Leadership Education and Development (LEAD), Covey, Consideration of Others (CO2), Total Quality Management (TQM), and Army Performance Improvement Criteria (APIC). Update inventory of skills annually.**

**Objective 3.c. Develop logisticians with maximum cross-functional knowledge by working with the Department of Army to change entrance requirements to allow lower ranks entry into logistician courses by 30 Sep 02.**

**Objective 3.d. Increase intern intake by 20 percent to support the TRADOC civilian objective force by 30 Sep 02.**

**Objective 3.e. Ensure 100 percent of TRADOC installations/ activities achieve a SATISFACTORY rating on both critical Equal Opportunity (EO) guidance and the EO/Prevention of Sexual Harassment training support package for permanent party and IET soldiers by 30 Sep 02.**

**Objective 3.f. Ensure all employees receive required performance evaluations and counseling by immediate supervisor IAW established timelines.**

**DCSBOS Goal 4. Achieve information dominance — the right information at the right time to make the right decisions.**

**Objective 4.a. Implement Global Combat Support System-Army (GCSS-A) in TRADOC by 30 Sep 03.**

**Objective 4.b. Develop and field a user-friendly Corporate database to provide readily available information for decision support by 30 Sep 03.**

**Objective 4.c. Ensure training operational load and war reserve ammunition at all TRADOC installations are safe and serviceable by 30 Sep 01.**

**Objective 4.d. Exercise and evaluate 100 percent of designated CONUS Replacement Center (CRC) installations and associated CRC USAR units IAW the CRC Exercise Assessment Workbook by 30 Sep 01.**

**Objective 4.e. Conduct Contract Management Reviews (CMR) at all TRADOC installations to ensure compliance with applicable regulations and policies by 30 Sep 03.**

**Objective 4.f. Develop and implement an automation-based budget process that costs all support functions based on approved standards and output oriented relationships. Include mechanisms for prioritization, study, costing, and command cross leveling by 30 Sep 01.**

**DCSBOS Goal 5. Be known as a competent, efficient, and responsive organization.**

**Objective 5.a. Reduce Federal Employee Compensation Act (FECA) costs by 30 percent (5 percent per year starting FY 98) by 30 Sep 04.**

**Objective 5.b. Aid the Army in the transition to a single stock fund by 30 Sep 01.**

**Objective 5.c. Revise the existing TRADOC Food Service Program by 30 Sep 03.**

**Objective 5.d. Deploy the National Maintenance Program by 30 Sep 05.**

**Objective 5.e. Implement the TRADOC equipment life cycle management program in concert with the DA equipment management program by 30 Sep 05.**

**Objective 5.f. Attain and sustain cost-effective compliance with all applicable federal and state environmental regulations within FY 00 funding levels by 30 Sep 05.**

**Objective 5.g. Provide organizational assessments of Installation Physical Security and Force Protection programs, and Installation Provost Marshal operations on a 2-year cycle, and special assessments as required.**

**Objective 5.h. Ensure 90 percent of TRADOC Installation Morale, Welfare, and Recreation Funds (IMWRFs) Net Income Before Depreciation (NIBD) to total revenue is equal to or less than 8 percent by 30 Sep 00, 9 percent by 30 Sep 01, and 10 percent by FY 03.**

**Objective 5.i. Complete the movement and transition of the U. S. Disciplinary Barracks (USDB) to a new facility by 30 Sep 01.**

**Objective 5.j. Ensure 100 percent of TRADOC installations/activities achieve an overall SATISFACTORY rating on the Retention Staff Assistance Visits (SAV) assessment by 30 Sep 03.**

**Objective 5.k. Ensure 100 percent of TRADOC Military Personnel Divisions are rated GREEN in installation military personnel support in accordance with the Personnel Management Assistance (PERMAS) Blueprint criteria by 30 Sep 02.**

# DEPUTY CHIEF OF STAFF FOR RESOURCE MANAGEMENT

## Goals

**DCSRM Goal 1. Obtain adequate resources to support the accomplishment of TRADOC's missions.**

**Objective 1.a. Improve understanding of TRADOC's missions and resource requirements at all levels. Develop and implement a TRADOC Strategic Resource Campaign Plan. Market TRADOC at all levels of the Army, both horizontally and vertically. Develop campaign plans for each major resource event (who, what, where, when, and how).**

**Objective 1.b. Improve synchronization and coordination of major resource events; consider timing and impact on staff and installations. (Quarterly Update).**

**Objective 1.c. Enhance resource requirements determination and justification. Develop, improve, and integrate resource models. Link and integrate requirements models to address the full spectrum of resources (manpower and dollars).**

**DCSRM Goal 2. Program and distribute resources in accordance with command priorities.**

**Objective 2.a. Identify and integrate command resource priorities into all resourcing decisions. Confirm command resource priorities with leadership. Incorporate command priorities into resource distribution.**

**Objective 2.b. Enhance the Command Program Management System (CPMS) – strengthen and increase relevancy of all parts of the system (Command Plan, Resource Contracts, and Review and Analysis (R&A)) to increase utility and effectiveness in making resource decisions. (Every major resource event).**

**Objective 2.c. Use requirements based models and analyses as a basis for making resource allocation decisions. Incorporate relative buying power in requirements determination. Link and integrate dollar and manpower allocation models.**

**Objective 2.d. Improve the linkage of the TRADOC Planning, Programming, Budgeting, and Execution System (PPBES) – create integrated funding and manpower processes, thereby, improving the continuity of decisions made in each of the programming, manpower, and budgeting cycles.**

**DCSRM Goal 3. Strengthen TRADOC's stewardship of resources.**

**Objective 3.a. Conduct high quality, comprehensive studies and analyses to support decision-making and resource justification and distribution.**

**Objective 3.b. Maximize use of prior year funds, deploy new and improved financial systems to support the command resource management requirements, and integrate the ideals and directives of Chief Financial Officer's (CFO) Act into resource management programs.**

**Objective 3.c. Identify and nominate A-76 studies as early as possible. Aggressively manage and lead A-76 studies throughout the command. Complete A-76 studies on schedule.**

**Objective 3.d. Establish a formal Strategic Sourcing Program (SSP) by the end of Oct 00.**





# **DEPUTY CHIEF OF STAFF FOR INFORMATION MANAGEMENT**

## **Goals**

**DCSIM Goal 1. NLT 30 Sep 07, expand TRADOC's common user networking and computing by supplementing the Installation Information Infrastructure Modernization Plan with information management infrastructure upgrades in order to achieve full operational capability for TRADOC's identified data requirements.**

### **Objective 1.a.**

- **NLT 30 Sep 01, provide full operational data capability for Fort Bliss.**
- **NLT 30 Sep 02, provide full operational data capability for Forts Benning and Eustis and the Ordnance Missile and Munitions Center and School at Redstone Arsenal.**
- **NLT 30 Sep 03, provide full operational data capability for Forts Sill, Lee, and Knox.**
- **NLT 30 Sep 04, provide full operational data capability for Forts Leonard Wood, Rucker, and Jackson.**
- **NLT 30 Sep 05, provide full operational data capability for Fort Huachuca.**
- **NLT 30 Sep 06, provide full operational data capability for Forts Gordon and Leavenworth and the Ordnance Center and School at Aberdeen Proving Ground.**
- **NLT 30 Sep 07, provide full operational data capability for Fort Monroe, Carlisle Barracks, and Presidio of Monterey.**

**Objective 1.b. NLT 30 Sep 01, identify requirements and implement communication infrastructure to support Global Combat Support System Army (GCSS-A) for TRADOC installations.**

**Objective 1.c. NLT 30 Sep 07, facilitate implementation of subsequent GCSS-A modules.**

**DCSIM Goal 2. NLT 30 Sep 07, improve the Information Systems Security (ISS) posture within TRADOC.**

**Objective 2.a. Assess ISS vulnerabilities at each TRADOC installation prior to DCSBOS Base Operations Assessment Team visits each year.**

**Objective 2.b. Improve ISS infrastructure required to protect TRADOC networks IAW the Army's Information Assurance Program and correct major deficiencies identified in the ISS vulnerability assessments each year.**

**Objective 2.c. Train 75 system administrators and network managers on ISS per year.**

**DCSIM Goal 3. NLT 30 Sep 01, reduce the use of printed materials/documentation within TRADOC.**

**Objective 3.a. NLT 1 Apr 01, electronically publish all new TRADOC administrative publications within three months of inception.**

**Objective 3.b. NLT 30 Sep 01, publish all TRADOC administrative publications (regulations, pamphlets, memorandums, and circulars) in a digitized form on the TRADOC Homepage.**

**Objective 3.c. Review all TRADOC administrative publications on an 18-month cycle beginning on the publication's inception date. If required, update and post to the TRADOC Homepage.**

**DCSIM Goal 4. NLT 30 Sep 03, provide adequate Wide Area Networks to TRADOC installations and TRADOC schools on non-TRADOC installations.**

**Objective 4.a. NLT 30 Sep 01, increase Not Classified but Sensitive Internet Protocol (IP) Router Network (NIPRNET) bandwidth to at least 10MB (or current plus Distance Learning and identified Tri-Service Infrastructure Management Program Office requirements) on TRADOC installations, and Secure IP Router Network (SIPRNET) bandwidth to the level needed to support current and emerging automated information systems processing classified information.**

**Objective 4.b. NLT 30 Sep 03, procure enterprise management tools for DOIMs to implement management controls of customer bandwidth usage.**

**DCSIM Goal 5. NLT 30 Sep 07, expand electronic recordkeeping TRADOC-wide.**

**Objective 5.a. NLT 30 Sep 01, identify, evaluate, and recommend an automated recordkeeping system for TRADOC users in compliance with the DoD/DA Recordkeeping Redesign Process and Army Information Warehouse Initiative.**

**Objective 5.b. NLT 30 Sep 03, procure an automated recordkeeping system for TRADOC record managers.**

**Objective 5.c. NLT 30 Sep 07, implement electronic recordkeeping software to all TRADOC users in compliance with DoD/DA Standards.**

**DCSIM Goal 6. NLT 30 Apr 01, institutionalize Standard Levels of Service (SLOS) and cost estimation procedures for information management and information technology services within TRADOC.**

**Objective 6.a. NLT 1 Mar 01, use SLOS and an associated cost model to build and defend each POM and budget submission to DA Program Managers.**

**Objective 6.b. NLT 30 Apr 01, use SLOS as the primary criteria for building TRADOC Budget Guidance.**

# **DEPUTY CHIEF OF STAFF FOR COMBAT DEVELOPMENTS**

## **Goals**

**DCSCD Goal 1. Create operational force Organization and Operational Concepts (O&Os) and designs which meet Army Transformation Campaign Plan (ATCP) objectives for Interim and Objective Force.**

**Objective 1.a. Continue development of Army Transformation Campaign Plan (ATCP) phases (Initial Brigade, Interim Force, and Objective Force) to define emerging strategic and operational objectives.**

**Objective 1.b. Produce objective force O&Os to address changes in operations NLT 30 Sep 01.**

**Objective 1.c. Revise Capstone Concept quadrennially or when directed by CG TRADOC, given its publication in FY 00.**

**Objective 1.d. Produce and update TRADOC Pamphlet 525 (Operational Concept) series directed subordinate concepts and operational and organizational concepts (O&Os) per CG TRADOC-approved annual Concept and O&O Writing Plan.**

**Objective 1.e. Conduct periodic reviews of maneuver, maneuver support, and maneuver sustainment O&Os and subordinate requirements.**

**DCSCD Goal 2. Develop future operational capabilities for the objective force, include collaboration with HQ Army Materiel Command (AMC) and Assistant Secretary of Army (Acquisition, Logistics, and Technology) (ASA(ALT)) to assure that Science and Technology (S&T) programs are focused on priority capabilities.**

**Objective 2.a. Develop quantifiable, measurable FOCs.**

**Objective 2.b. Publish TRADOC Pamphlet 525-66, Future Operational Capability, on a biennial basis.**

**Objective 2.c. Provide recommended list of Science and Technology Objectives (STO) and Advanced Technology Demonstrations (ATD) to ASA(ALT) NLT 1 May annually. For the Objective Force, STOs and ATDs should focus on Future Combat System; Future Tactical Rotorcraft; Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance (C4ISR) improvements; improved reliability; and logistics footprint reductions.**

**Objective 2.d. Review existing STOs and ATDs and provide recommendations to ASA(ALT) NLT 1 May annually.**

**Objective 2.e. Participate in topic development and review of topics for Advanced Concepts and Technology Program II (ACT II) and Small Business Innovative Research (SBIR) programs.**

**Objective 2.f. Ensure all Advanced Concept and Technology Demonstrations (ACTD) leverage Army/joint experimentation and provide a meaningful TRADOC-approved military utility assessment.**

**Objective 2.g. Continue to refine Future Combat System (FCS) operational concept and provide system concept developers warfighting insights.**

**DCSCD Goal 3. Develop and execute experimentation to provide critical insights for O&O and FOC development and subsequent generations of DTLOMS requirements.**

**Objective 3.a. Pursue the following modeling and simulation enhancements to facilitate concept development and to support Simulation and Modeling for Acquisition Requirements and Training (SMART).**

- **Develop and implement a plan for distribution of Modeling and Simulation (M&S) capabilities to efficiently and effectively fulfill functional requirements of TRADOC Battle Labs and Directorates of Combat Developments.**
- **Work with ASA(ALT) to ensure that a Simulation Support Plan is documented and enforced during requirements development by inclusion in applicable policy documents.**
- **Continue fielding the Advanced Concept Research Tool (ACRT) and conduct an education/training seminar on ACRT's SMART applications.**
- **Develop requirements for a CD Data Repository to promote data reuse and facilitate SMART concepts.**
- **Educate the CD community on requirements determination "Lessons Learned" through the application of SMART on FCS, Future Scout Combat System, and other programs.**

**Objective 3.b. Execute the Army Experimental Campaign Plan (AECPP) to enhance full spectrum capabilities as the Army transforms. FY 01 actions:**

- **Mechanized Axis:**
  - **Complete planning, organizing and assisting in the execution of Division Capstone Exercise (DCX) (Mar/Oct 01).**
  - **Continue planning/coordinating for Corps Advanced Warfighting Experiment (AWE) (FY 03) to complete Corps XXI redesign/establish First Digitized Corps (FDC) (2004).**
- **Light Axis:**
  - **Complete follow-up/after action requirements for Joint Contingency Force (JCF) AWE (conducted Sep 00).**
  - **Continue planning Light Forces integration experimentation (FY 02-07).**

**Objective 3.c. Link all experimentation (AWEs, Limited Objective Experiments (LOE), and Concept Experimentation Program (CEP)) closely with O&O concepts.**

**Objective 3.d. Integrate fielded/fully-operational initial/interim brigades into AECP events.**

- **Include Initial BDE Combat Team (IBCT) HQ in Corps AWE, FY 03, to assess the IBCT O&O impacts at division and corps level.**

**Objective 3.e. Continue to leverage/influence Joint experimentation by ensuring Army participation in major joint experiments. Participation will span ARFOR HQ to tactical unit level with focus on joint C4ISR interoperability.**

**Objective 3.f. Execute CEP to assist in determining military utility/potential of ideas to satisfy DTLOMS issues/needs.**

- **By 1 Nov annually, identify and publish the approved experiments list.**
- **Review experiment progress every 2-3 months to ensure all remain on track. Sponsors submit a report within 90 days after experiment completion.**
- **Provide reports with recommendation (invest, discard, or experiment further) to appropriate DCSCD directorates for follow-on actions.**

**DCSCD Goal 4. Develop and defend key recapitalization activities to maintain legacy force's combat overmatch; includes collaboration with HQ AMC and ASA(ALT) to assure that S&T programs are focused on priority capabilities.**

**Objective 4.a. Provide recommended list of STOs and ATDs to ASA(ALT) NLT 1 May annually. For the legacy forces, STOs and ATDs should focus on technologies to improve the deployability and sustainability of mounted forces and technologies to improve the lethality, survivability and tactical mobility of light forces, C4ISR improvements and improved weapon system effectiveness, improved weapon system reliability, and logistics footprint reduction.**

**Objective 4.b. Participate in topic development and review of topics for ACT II and SBIR programs.**

**Objective 4.c. Ensure Army recapitalization activities are focused on reducing Total Ownership Costs through Operating and Support Reduction Initiatives to key legacy platforms. Two key initiatives are compliance with DCSLOG-directed power management reduction initiative and CSA-directed diagnostics improvement program.**

**DCSCD Goal 5. Develop and defend requirements to meet O&O concepts. Includes a DTLOMS-integrated resourcing approach.**

**Objective 5.a. Perform Requirements Analyses for all Acquisition Category (ACAT) I and ACAT II programs prior to Operational Requirements Document (ORD) completion as per Paragraph 9-5, TRADOC Pamphlet 71-9, Requirements Determination.**

**Objective 5.b. Plan and conduct Analyses of Alternatives for all ACAT I and ACAT II programs.**

**Objective 5.c. Conduct System Requirements Reviews annually to review selected materiel systems.**

**Objective 5.d. Key materiel requirements determination efforts will focus on:**

- **Interim Armored Vehicle**
- **Crusader**
- **Warfighters' Information Network-Terrestrial**
- **Army Battle Command System**
- **Joint Tactical Radio System**
- **Land Warrior**
- **Global Combat Support System-Army**
- **Force XXI Battle Command Brigade and Below**
- **Commanche**
- **Army Diagnostics Improvement Program**
- **Tactical Unmanned Aerial Vehicle**

**Objective 5.e. Conduct annual review of Command, Control, Communications, and Intelligence (C3I) Materiel Requirement Documents as per Paragraph 11-10, TRADOC Pamphlet 71-9.**

**Objective 5.f. Provide annual Systems and Operational Architectures updates, using the Architecture Redesign.**

**Objective 5.g. Establish TRADOC Architecture Integration Center (AIC) and institute the TRADOC Architecture Redesign Initiative (TARI) NLT end of FY 01.**

**Objective 5.h. Develop and implement Combat Developments Information System (CDIS) to assist materiel requirements documentation, including repository.**

- **By 31 Mar 01, complete demonstration.**
- **By 1 Aug 01, implement initial operational capability.**

- By 30 Sep 01, implement full operational capability.

**Objective 5.i.** Continuously update programmatics and proponent recommendations through a web-based Warfighting Lens Analysis (WFLA) database that allows TRADOC to prioritize and fit warfighting requirements across DTLOMS; provide a CG-approved recommended list to DA NLT 1 Dec annually.

**Objective 5.j.** Identify and evaluate candidates for the Warfighter Rapid Acquisition Program (WRAP) Army Systems Acquisition Review Council (ASARC) consideration by September annually.

**Objective 5.k.** Provide documentation to support the fielding of the First Digitized Corp NLT FY 04.

**Objective 5.l.** Conduct two Force Design Updates annually and support Total Army Analysis by reviewing force allocation rules and input.

**DCSCD Goal 6.** Develop and operationalize two Initial Brigade Combat Teams at Fort Lewis, WA.

**Objective 6.a.** Initial BCT, BDE(-) with two infantry BN, stood up at Fort Lewis, WA in Sep 00; continue to support the standing up of one infantry BN in Jun 01, with initial operational capability for the brigade NLT Dec 01.

**Objective 6.b.** Stand up second IBCT at Fort Lewis, WA; BDE(-) with two infantry BN in Sep 01 and one infantry BN in Jun 02.

**Objective 6.c.** Provide documentation (across DTLOMS) to support fielding of an additional four to six IBCT by the end of FY 07.

# DEPUTY CHIEF OF STAFF FOR DOCTRINE

## Goals

**DCSDOC Doctrine Goal 1. Integrate Doctrine: Army of Excellence (AOE), Army XXI, transformation, joint, multi-service, and multinational.**

**Objective 1.a. Apply established joint doctrine consistently into current and future Army doctrine development reviewed semiannually by all doctrine developers.**

**Objective 1.b. Lead the TRADOC effort to integrate new, emerging concepts, and results of experimentation from the Division Capstone; Joint Contingency Force and the Initial Brigade Combat Team, as well as applicable Army After Next (AAN) insights into doctrine.**

**Objective 1.c. Establish institutional procedures to facilitate integration of joint, future, and current doctrine efforts.**

- **Continue to offer the Doctrine Developer's Course to the proponents.**
- **Participate in other services, multi-services, joint, and multinational fora.**
- **Continue development and integration of Homeland Defense doctrine initiatives.**

**DCSDOC Doctrine Goal 2. Modernize the processes by which doctrine products are disseminated to the field.**

**Objective 2.a. Maximize automation procedures and use of information technologies by:**

- **Enforcing the procedures published in TRADOC Regulation 25-36, The TRADOC Doctrine Literature Program (DLP), dated 5 Apr 00.**
- **Continue adding features to Automated Systems Approach to Training-Docctrine (ASAT-D) to improve staffing.**
- **Fully implementing an Internet-based doctrine tracking system by Oct 01.**
- **Creating a methodology to enhance change procedures to doctrine publications by Oct 01.**

**Objective 2.b. Develop and implement a CD-ROM program and distribute it to Table of Organization and Equipment (TOE) deployable units by Oct 01.**

**Objective 2.c. Migrate to the use of digitized (Internet access) field manuals.**

- **Complete transition in FY 03 with only residual needs printed.**
- **Revise priority for printing by Jul 00 for FY 01 requirements.**



- Monitor the policy on use of ASAT-D for doctrine development through the Doctrine Developer's Course, Semiannual Army Doctrine Conference, and direct dialogue with the schools and centers.

**DCSDOC Doctrine Goal 3. Create a doctrinal review process that prioritizes the development and reduction of field manuals in TRADOC.**

**Objective 3.a. Continue to use the doctrine study to develop the prioritization process and product.**

**Objective 3.b. Coordinate with proponents to revise and establish a consensus to finalize the process into a plan.**

**Objective 3.c. Implement the review and prioritization policy.**

**Objective 3.d. Continue the reduction of field manuals (7 percent).**

## ***ARMY AFTER NEXT***

### **Goals**

**DCSDOC AAN Goal 1. Support the Army's Transformation Strategy.**

**Objective 1.a. Conduct broad studies of future warfare, concentrating on innovative ideas and concepts in support of key Army decision points.**

**Objective 1.b. Plan and execute an annual far-term wargame as part of a 3-year study and wargaming process leading to the FY 03 Transformation decision points.**

**Objective 1.c. Conduct a multi-year Army Regulation 5-5, Army Studies and Analyses, Objective Force study project.**

**Objective 1.d. Focus franchise efforts on the Transformation Strategy.**

**Objective 1.e. Conduct Army Imperative Seminars biannually.**

**Objective 1.f. Institutionalize wargaming as an integral part of the Army transformation strategy.**

**Objective 1.g. Focus on Objectives Force; increase the resolution of issues and insights over time.**

**DCSDOC AAN Goal 2. Support development, analysis, and refinement of the Objective Force.**

**Objective 2.a. Frame critical far-term issues from the Transformation wargame series.**

**Objective 2.b. Generate possible long-term concepts of strategic importance in coordination with DCSCD.**

**Objective 2.c. Conduct Integrated Idea Teams to refine force and selected system level future operational capabilities for the Objective Force.**

**Objective 2.d. Help develop and use Interim and Objective Force Designs for analysis of future warfare.**

**Objective 2.e. Identify a select group of technologies that appear promising and strategically vital to the Objective Force.**

**DCSDOC AAN Goal 3. Support refinement of Concepts, Capabilities, and Key Enablers.**

**Objective 3.a. Maintain close and continuous coordination with TRADOC Combat Developments and DAMO-SSP to support ongoing studies.**

**Objective 3.b. Maintain an effective connection of the Joint Forces Command (JFCOM), other services, and OSD/Net Assessment.**

**Objective 3.c. Continue to support Defense and Army Science Boards.**

**Objective 3.d. Clearly connect study events and priorities to the Army decision-making process.**

**Objective 3.e. Publish periodic reports to Army leadership in support of Army Transformation decision points.**

**Objective 3.f. Showcase the Army as the leading institution in future studies.**

## ***INTERNATIONAL ENGAGEMENT***

### **Goals**

**DCSDOC International Engagement Goal 1. Support the National Military Strategy of engagement and the CINC's theater engagement plan.**

**Objective 1.a. Establish and maintain effective liaison with selected Army component commanders.**

**Objective 1.b. Support CINC's theater engagement plan through Subject-Matter Expert Exchanges (SMEEs) and familiarization visits.**

**DCSDOC International Engagement Goal 2. Enhance U.S. Army capabilities for combined/multinational operations.**

**Objective 2.a. Support CG TRADOC in the conduct of effective HQDA-directed bilateral staff talks annually with selected armies.**

**Objective 2.b. Effectively represent the U.S. Army and HQ TRADOC in approximately 30 NATO/American, British, Canadian, and Australian (ABCA) multinational force capability fora annually.**

**Objective 2.c. Expeditiously incorporate international standardization agreements into U.S. doctrinal and training publications.**

**Objective 2.d. Maintain an effective TRADOC Liaison Officer (LO) network through the use of 32 liaison officers with selected foreign Armies, Army Major Command (MACOMS), and sister services.**

**Objective 2 e. Actively pursue incorporation of applicable multinational issues for possible integration in U.S. Army doctrine, training, concepts, and evolving force structure.**



# DEPUTY CHIEF OF STAFF FOR SIMULATIONS AND ANALYSIS

## Goals

**DCSSA Goal 1. Ensure all aspects of cross-domain management are integrated and conducted with respect to the approval of Army Model and Simulation (M&S) requirements in a timely and accurate manner across the M&S domains.**

**Objective 1.a. Conduct cross-domain coordination for integration of Army M&S through the Army M&S Requirements Integration and Approval Process not less than quarterly.**

**Objective 1.b. Coordinate M&S Requirements Documents (MSRD) staffing and approval by the Domains in a timely manner.**

**DCSSA Goal 2. Facilitate the implementation of TRADOC policy, procedures, and guidance for M&S internal and external to TRADOC.**

**Objective 2.a. Review, evaluate, and provide input for TRADOC/Army regulations, pamphlets, or policies in a timely and accurate manner.**

**Objective 2.b. Disseminate and interpret updates to TRADOC/Army regulations, pamphlets, or policies to TRADOC elements in a timely manner.**

**Objective 2.c. Initiate new policy guidelines to address M&S integration and management on as needed basis.**

**DCSSA Goal 3. Take the lead in the coordination of key simulation programs which involve multiple domains.**

**Objective 3.a. Provide guidance on the identification of requirements and coordination of M&S related research projects in a timely and accurate manner.**

**Objective 3.b. Assist in the establishment of procedural standards to guide the development and use of TRADOC M&S.**

**Objective 3.c. Manage the execution of the Army Model Improvement Program (AMIP) and Simulation and Technology Programs for TRADOC.**

**Objective 3.d. Coordinate initiatives and recommend programs to support the Army Simulation Based Acquisition (SBA)/Simulations and Modeling for Acquisition, Research, and Training (SMART).**

**DCSSA Goal 4. Develop, coordinate, and implement TRADOC policy, procedures, and guidance for analysis as the primary TRADOC POC on analysis.**

**Objective 4.a. Write/review/update and distribute, as applicable, the following analysis regulations and pamphlets within suspense guidelines.**

- **TRADOC Regulation 5-3, TRADOC Study Program.**
- **TRADOC Regulation 11-8, TRADOC Studies and Analyses.**
- **TRADOC Pamphlet 11-8, TRADOC Studies and Analyses.**
- **TRADOC Pamphlet 71-9, Requirements Determination.**

**Objective 4.b. Develop/approve analysis policy input to Operations Research Systems Analyst Military Applications Course II Program of Instruction (POI) within suspense guidelines.**

**Objective 4.c. Write or provide input of a chapter or more to “n” Army and DoD regulations, pamphlets, or policy memoranda within suspense guidelines.**

**DCSSA Goal 5. Conduct effective quick reaction analyses in support of the CG, TRADOC and the HQ TRADOC staff.**

**Objective 5.a. Conduct thorough problem definition, front-end analysis, research/literature search, and develop study plan/action plan to adequately address issues.**

**Objective 5.b. Develop appropriate data collection vehicles and collect timely and accurate data.**

**Objective 5.c. Conduct expert analysis and prepare and present unbiased findings/results within approved timelines and to the customer’s satisfaction.**

**DCSSA Goal 6. Effectively develop and manage the TRADOC Study Program (TSP) and TRADOC input to the RAND Arroyo Center Study Agenda.**

**Objective 6.a. Process unprogrammed study requirements within 30 days of receipt.**

**Objective 6.b. Solicit guidance from HQDA and distribute guidance to subordinate units to develop the annual Study Program within 30 days of receipt of tasking.**

**Objective 6.c. Produce annual TSP NLT 1 Oct.**

**Objective 6.d. Distribute guidance to establish TRADOC objectives for the Arroyo Center Studies and lead the approval process for specific research projects NLT 30 days following receipt of the annual tasking.**

**Objective 6.e. Coordinate requirements and develop TRADOC input to the RAND Arroyo Study Agenda NLT 30 days prior to the Fall Arroyo Center Policy Committee Meeting.**

**DCSSA Goal 7. Serve as the TRADOC “focal point” for analytical efforts and studies within the MACOM, across the Army and other services/agencies; maintain “situational awareness” of pertinent study and analytical efforts affecting TRADOC goals, missions, and objectives in order to take full and timely advantage of leveraging.**

**Objective 7.a. Provide the ability to exploit or leverage studies with complementing goals, objectives, Measures of Effectiveness (MOE), etc.**

**Objective 7.b. Provide assessments and recommendations to TRADOC and/or the Army on the correct study level and agency assignment based on knowledge of previous efforts and study organization mission within 30 days of receipt of the study/analytical effort background information.**

**Objective 7.c. Maintain liaison with other services and study agencies on at least a quarterly basis.**



# DEPUTY CHIEF OF STAFF FOR INTELLIGENCE

## Goals

**DCSINT Goal 1.** Institutionalize the current and future operational environment perspective. Develop trends, scenarios, and forecasts as they pertain to Army Transformation, the Initial Brigade Combat Team, the full training spectrum (from the classroom to the combat training centers), and other required TRADOC missions. Partner with Joint and others to further refine the concept.

**Objective 1.a.** NLT 30 Sep 01, in partnership with the Joint Forces Command (JFCOM) and the Defense Intelligence Agency (DIA), apply operational environment baseline study from FY 00 to training, combat development, Army Transformation, and other Army and Joint missions. Complete Programs of Instruction (POIs) for implementation into all levels of training as well as organize, schedule, and deploy Mobile Training Teams (MTTs).

**Objective 1.b.** NLT 30 Sep 02, in conjunction with JFCOM review and update the FY 00 operational environment baseline study as it applies to contemporary and projected trends, scenarios, and forecasts pertaining to training, combat developments, futures, Army, and Joint Force After Next. Review manuals and POIs developed and implemented in FY 00 and FY 01 for currency and applicability; update, staff, and implement necessary revisions.

**Objective 1.c.** NLT 30 Sep 03, apply the operational environment baseline study from FY 02 to training, combat development, Army Transformation, and other required Army and Joint missions. Complete updates of FMs, POIs, etc., and implement into all levels of training; redeploy MTTs.

**Objective 1.d.** NLT 30 Sep 04, review and update the FY 02 operational environment baseline study as it applies to contemporary and projected trends, scenarios, and forecasts pertaining to training, combat developments, futures, and Army After Next. Review manuals and POIs developed and implemented in FY 02 and FY 03 for currency and applicability; update, staff, and implement necessary revisions.

**Objective 1.e.** NLT 30 Sep 05, apply the operational environment baseline study from FY 04 to training, combat developments, Army After Next, and other required Army and DoD missions. Complete updates of FMs, POIs, etc., and implement into all levels of training; redeploy MTTs.

**Objective 1.f.** NLT 30 Sep 06, review and update the FY 04 operational environment baseline study as it applies to contemporary and projected trends, scenarios, and forecasts pertaining to training, combat developments, futures, and Army After Next. Review manuals and POIs developed and implemented in FY 04 and FY 05 for currency and applicability; update, staff, and implement necessary revisions.

**Objective 1.g.** NLT 30 Sep 07, apply the operational environment baseline study from FY 06 to training, combat developments, Army After Next, and other required Army and DoD missions. Complete updates of FMs, POIs, etc., and implement into all levels of training; redeploy MTTs.

**DCSINT Goal 2.** NLT 30 Sep 07, expand and empower the Red Franchise as the conceptual model to achieve Goal 1 for threat support to combat developments, doctrine development, training, the Army

**Experimentation Campaign Plan (AECP), simulations, modeling, and wargaming for all TRADOC, DA, joint, interagency, combined, and allied force applications.**

**Objective 2.a. NLT 30 Sep 01, develop and implement optimum TRADOC intelligence organization and staffing. Recommend to the TRADOC commander the most effective staffing and subordination of the center/school threat officer. Revise AR 381-11, Threat Support to U.S. Army Force, Combat, and Materiel Development; and TRADOC Regulation 381-1, Threat Management, to clearly layout policy and responsibilities for intelligence and threat support.**

**Objective 2.b. NLT 30 Sep 02, broaden the scope of the Red Franchise beyond TRADOC DCSINT so that the Red Franchise is incorporated into all Army level threat development.**

**Objective 2.c. NLT 30 Sep 03, broaden the scope of the Red Franchise model so that it is the common framework for all threat development at DA and Joint level.**

**Objective 2.d. NLT 30 Sep 04, expand the Red Franchise model to the interagency level.**

**Objective 2.e. NLT 30 Sep 05, expand the Red Franchise model to the allied level.**

**Objective 2.f. Continue to develop the scope and validity of the Red Franchise model.**

**DCSINT Goal 3. Maintain a low number of Initial Entry Training (IET) security holdovers within TRADOC.**

**Objective 3.a. Each fiscal year ensure that during surge periods (May-Jul and Oct-Dec) training installations are prepared for high numbers of soldiers processing through IET installations.**

**Objective 3.b. Throughout each fiscal year, conduct close liaison with the Central Clearance Facility and Defense Security Service to ensure that TRADOC is apprised of any changes in submissions of Electronic Personnel Security Questionnaires or granting of interim/final security clearances. Ensure training is conducted at each installation to prepare for and implement these changes.**

**Objective 3.c. Each fiscal year when conducting Security Assistance Visits at IET installations, inspectors will ensure that particular attention is devoted to identifying potential holdover problems and eliminating those problems before they begin.**